



President Obama Applauds Community Colleges' and Universities' Efforts to Implement 8 Keys to Veterans' Success



More than 250 Institutions of Higher Education Embracing the Administration's "8 Keys to Success"

As part of the Obama administration's ongoing effort to foster postsecondary educational opportunities and dramatically improve employment outcomes for returning service members, the Department of Education (ED) and the Department of Veterans Affairs (VA) announced today a challenge to education institutions to adopt best practices supporting educational success. More than 250 community colleges and universities across the country have immediately answered the call to implementing the "8 Keys to Success" to help Veterans on campus.

President Obama introduced the "8 Keys to Success" on Saturday at the Disabled American Veterans National Convention in Orlando, Fla.

"We're announcing what we call '8 Keys to Success' -- specific steps that schools can take to truly welcome and encourage our Veterans," President Obama said. "And so far, more than 250 community colleges and universities have signed on, and today I'm calling on schools

across America to join us in this effort. Let's help our Veterans get that degree, get that credential and compete for the high-skilled jobs of tomorrow."

With the more than 250 institutions leading the way, the "8 Keys to Success" can aid Veterans in their effort to afford and complete their college degrees, certificates, industry-recognized credentials and licenses in preparation for jobs in high-growth sectors of the economy.

To help draft the "8 Keys to Success," ED convened more than 100 experts to review approaches that could be scaled and replicated to foster Veterans' success on campus and via distance learning. A wide range of stakeholders participated in the discussions including non-profit organizations, foundations, Veterans service organizations and, importantly, Veterans who had recently completed postsecondary education in a range of disciplines. Best practices learned from existing programs at ED and VA provided the foundation for the "8 Keys to Success," specifically best practices from the highly successful VA "VetSuccess on Campus" programs.

Continued on page 7

'Shovel Ready' Bullet train construction delayed again

Serious construction could start in 2014 — when 2012 had been promised. Experts say officials underestimated the challenges of the \$68-billion project.

By Ralph Vartabedian

The start of construction on California's bullet train, one of the nation's largest "shovel ready" public work projects that was awarded stimulus funding three years ago by the Obama administration, is slipping past already-delayed target dates, interviews show.

In early 2012, state officials said construction would begin that year. Early this year, officials adjusted their sights, saying they would begin building the massive new

transportation network in the spring, later announcing the groundbreaking would take place in July.

Now, it appears that serious construction may not begin this year, and could be delayed into 2014.

Factors contributing to the sluggish start include delays in getting a construction company under contract and lack of key federal permits.

Postponing construction work raises the risk of future cost increases and suggests that state officials underestimated the challenges of the \$68-billion project, according to construction experts.

"It is not as shovel-ready as they thought it was," said Bill Ibbs, a civil engineering professor at UC Berkeley who consults on major construction projects, including high-

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PUBLISHED BY SMALL BUSINESS EXCHANGE, INC.
703 Market St., Ste 1000, San Francisco, CA 94103

PRSR STD
U.S. Postage
PAID
San Fran CA 941
Permit No. 820

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Construction Tool Kit Corner



Construction Liens and Bonds

Contractors, material suppliers, equipment suppliers, and laborers have the normal collection methods available to almost any business. However, these same people have a wealth of special statutory procedures to improve their chances of being paid. Most common are the construction (or mechanics) liens on private jobs, and claims on bonds for public (and some private) jobs.

Differences between Public / Private Jobs

The difference between public and private jobs is basic to collecting for construction work. Long ago most state legislatures enacted mechanics lien laws allowing laborer and material sup-

pliers to assert a lien against private jobs for the value of labor and materials supplied. However the laws did not allow them to do the same for public jobs. The solution the Federal and State legislatures adopted was to require a payment bond supplied by the contractor to ensure that the laborers and material suppliers were paid.

Furthermore, the legislatures wanted to make sure that the contractor performed, and thus, required the contractors to post performance bonds insuring that the contractor would perform the contract.

1. Private Construction Jobs - Covered by Liens. (Lien Laws - 50 states)
2. Federal Construction Jobs - Covered by The Miller Act (bonds)
3. State and Local Construction Jobs - Covered By Bond Requirements

Source: Creditworthy Co; www.creditworthy.com

Arbitration Clauses Will Require You To Litigate Miller Act Claim Out Of Court

By Scott Wolfe Jr

Arbitration clauses in a construction contract are commonplace, but what effect do these clauses have when litigating a Miller Act Claim, which may entitle you to a cause of action against the Miller Act Surety, who is not a party to your contract and not subject to the arbitration clause?

In most federal jurisdictions, the law on this is quite clear, and we were reminded of that two weeks ago in a case from the US District Court in Maine captioned United States v. Consigli Constr. Co.

In that case, a miller act claim was made against the general contractor where the claimant's contract with the general contractor required the parties submit any disputes to arbitration. As required in these Miller Act suits, the lawsuit was filed against both the general contractor and the general contractor's surety, Federal Insurance Company (FIC).

The court brushed the case off its docket and mandated that the parties arbitrate their dispute in arbitration, pursuant to the

arbitration clause. Of course, FIC and the claimant didn't have any arbitration obligations between them, so would the court allow the claim to stay in federal court and be pursued independently against the surety? The clear answer is no:

"The majority of federal courts that have held that an arbitration award binds a Miller Act surety. See e.g. U.S. f/u/b/o WFI Georgia, Inc. v. Gray Ins. Co., 701 F. Supp. 2d 1320, 1327-29 (N.D. Ga. 2010)...Consigli has elected to arbitrate its dispute with Maverick and will be bound by the results of that arbitration. Judgment upon the award may be entered in this Court. The Court accepts FIC's representation that its liability is coextensive with Consigli's. Maverick will not need to relitigate its claims against FIC following arbitration with Consigli. It would be duplicative and risk inconsistent adjudications to allow Maverick to pursue its Miller Act claim against FIC in this Court simultaneously with its claims against Consigli in arbitration.

About the Author: Scott Wolfe Jr

Scott Wolfe, Jr. obtained his J.D. degree from Loyola University of New Orleans, and his B.A. from Southern Methodist University in Dallas, TX. In 2006, 2007, 2008 and 2009, Scott was recognized as a Leader in Law by CityBusiness Magazine. The son and grandson of general contractors, Scott is a construction litigator in the Pacific Northwest, and the founding member of the bi-coastal law firm, Wolfe Law Group. Scott is also the founder and CEO of Express Lien, Inc., a legal document preparation service for contractors. In 2008, City Business Magazine recognized Scott as one of its Innovators of the Year for the Express Lien concept. As an entrepreneur himself, Scott has a strong background in business and commercial transactions and laws. He focuses his practice on the legal issues facing the construction industry, and has represented clients in multi-million dollar construction disputes in litigation and alternative dispute resolution proceedings. Scott is a LEED AP.

Source: Express Lien, Inc.

The Difference Between Public and Private Projects

By Scott Wolfe Jr

When it comes to filing mechanics liens and collecting money owed to your company, there is a world of difference between private and public construction projects. And it's very important to know the difference between the two.

Why Does It Matter?

Before explaining what distinguishes these projects from one another, let me talk a little about why it matters.

If unpaid on a private project, the laws in most states allow you to file a "mechanics lien" against the property. This gives

your company an actual interest in the real estate your labor or materials improved. The lien must be filed within a particular period of time, and if the lien is not paid, you're required to "foreclose" upon the lien to obtain payment, which could result in the property being sold at auction to obtain the funds to payoff your claim.

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EDITORIAL POLICY—The Small Business Exchange is published weekly. Publication is extended by one day for weeks in which holiday occurs on a Monday.

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The Small Business Exchange is adjudicated as a newspaper of general circulation by the Superior Court of the City and County of San Francisco, State of California, under the date January 29, 1988. Organized 1984.

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ISSN 0892-5992

SBE is a certified DBE - CA UCP Firm #5988

NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS



Current and On-going procurement opportunities for the Expo II Project are Available through the project procurement website:

<https://partners.myskanska.com/usa/clients/buildexpo/Expo2/Outreach/Lists/Bidding%20Opportunities/Bids%20Due.aspx>

Bid Packages Currently available are: Signage & graphics, Flatwork - City of LA, AC Paving, Floor & Wall tile, Bike Racks/Lockers, Permanent Striping & signs

Bid packages will be posted to the site on a continual basis. Plans, Specs and additional information are also available on the site. If you need assistance, please contact Christine Burton at 310-500-1466. SBE and DBE certified firms are encouraged to participate.

Skanska Rados is an Equal Opportunity Employer



Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

Regional Connector Transit Corridor Design-Build Project

Owner: LACMTA

RFP No.: C09080

DBE Goal: 20% Design & 18% Construction

Subcontractor Proposal Due Date: August 5, 2013, 2:00PM

Website: www.teamrcc.com

Team RCC, lead by Skanska, is interested in soliciting in Good Faith all subcontractors as well as certified DBE subcontractors related to the scopes of work below for the Regional Connector Transit Corridor Project. Quotes will be requested from Subcontractors, Vendors, Professional Service and Trucking companies. Please visit our website for the RFP documents and addenda, Subcontracting Requirements, Sample Contracting Documents, Project Announcements, Outreach and Contact Information. **If you are interested in joining our team for this project, please visit our website, fill out and return the Invitation to Bid form to the fax number below. All Quotes are due Aug. 16th, 2013.**

Requested scopes include, but are not limited to the following:

Subcontractors: Demolition, Clear & Grub, Excavation Earthwork and Support Systems, Shoring & Lagging, Temp. Tunnel Ventilation, AC Paving, Concrete Curbs, Gutters and Sidewalks, Pavement Striping & Marking, Cast-In-Place and Prestressed Concrete, Exposed Concrete Finishes, Arch. Pavers, Stone, Granite, Masonry, Misc. Metal, Welding, Steel Rail, Fencing, Rough Carpentry, Sheet and Pre-Applied Sheet Waterproofing, Painting & Coatings, Fire Protection, Suppression & Stopping, Metal Doors, Frames & Hardware, Glazing, Equipment, Mechanical Piping & Materials, Ventilation Fans & Equipment, Plumbing, Electrical & Electrical Supply, Low Voltage Systems, Hazardous Material Remediation & Hauling, Trucking

Services/Vendors: Monitoring: Sound, Vibration, Geo, and Air Quality, Security, Office Supplies, Reprographics, Sweeper Truck, Water Trucks, Jobsite Sanitation, Janitorial, SWPPP, Progress Photography, Catering

Team RCC will assist qualified subcontractors, vendors, and suppliers in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. If you are a DBE Company, please provide your certification letter with your proposal. If you are a non-DBE, please indicate all lower-tier participation on your quotation as it will be evaluated with your price. In order to assist DBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. Please visit our website listed above for detailed contracting requirements

Team RCC is an Equal Opportunity Employer

Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 Fax: (951) 788-2449 Email: info@teamrcc.com

James E. Roberts-Obayashi Corporation is seeking proposals from all interested subcontractors and suppliers for the:

Hunters Point Shipyard Welcome Center

Project Loc: 11 Innes Court, Block 56, San Francisco, CA 94124

Bid Date: September 10th at 2:00pm **Start Date:** November 2013 (duration 2 months)

Pre-Bid Conf: August 22nd, 10:30am at Shipyard Building 101

This project includes sitework, concrete, AC paving, metal guard rails, landscaping, utilities, plumbing and site lighting. This is a prevailing wage project with a PLA (Project Labor Agreement). All subcontractors are required to be union. This project has a 50% SBE goal and SBE/LBE/MBE/WBES are encouraged to bid.

This project also has a 50% local hiring requirement. If interested in bidding this work please contact Richard Keller via email @ rich@jerocorp.com

JAMES E. ROBERTS-OBAYASHI CORP.

20 Oak Court, Danville, CA 94526
925-820-0600 FAX 925-820-1993

WE ARE AN EQUAL OPPORTUNITY EMPLOYER

SKANSKA

Sub-Bids Requested From Qualified DVBE Subcontractors & Suppliers

FOR CONSTRUCTION ON STATE HIGHWAY IN SAN DIEGO COUNTY IN AND NEAR SAN DIEGO ON ROUTE 11 FROM ROUTE 11/905 SEPERATION TO ENRICO FERMI DRIVE AND ON ROUTE 905 FROM 0.1 MILE EAST OF LA MEDIA ROAD UNDERCROSSING TO 0.2 MILE WEST OF AIRWAY ROAD UNDERCROSSING

District 11 on Routes 11, 905

Contract No.: 11-056324

NO DVBE Goal: But encourages bidders to obtain DVBE Participation

Bid Date: August 22, 2013 - 2:00PM

Quotes requested for contractors, suppliers and service providers include, but are not limited to:

Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Type III Barricade, Temp Fencing, Erosion Control, Portable Delineator, Temporary K-Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Remove Concrete, Concrete Barrier, Clearing and Grubbing, Roadway Excavation, Develop Water Supply, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Box Culvert), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Class 2, 4 & 5 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Jointed Plane Concrete Pavement, Seal Pavement Joining, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing, Structural Concrete (Bridge & Bridge Footing), Structural Concrete (Box Culvert), Minor Concrete, PTFE Bearing, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Box Culvert), Furnish Sign Structure, Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Roadside Sign, Install Sign, Alternative Pipe Culvert, Reinforced Concrete Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Precast Concrete Pipe, Slope Paving (Rock Cobble), Minor Concrete, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Concrete Barrier, Chain Link fence & Gates, Steel Pipe Gate, Terminal System, Crash Cushion, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Pavement Marker, Lighting Parking Lot, Lighting & Sign Illumination, Electric Service (Irrigation, Traffic Monitoring Station) Closed Circuit TV System, Ramp Metering System

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DVBE companies for this project. All interested subcontractors, please indicate all lower tier DVBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: Tom.Mehas@Skanska.com

REQUESTING SUB-QUOTES FROM QUALIFIED SBE SUBCONTRACTORS/SUPPLIERS FOR:

**Civil and Station Improvements Contract
Santa Clara-Alum Rock Bus Rapid Transit Project**

Contract No.: C830 (13058)

Owner: Santa Clara VTA

Engineers' Estimate: \$60,000,000.

BID DATE: August 27, 2013 @ 3:00 PM.

Items of work include but are not limited to: Trucking, Electrical, Construction Area Signs, Striping, Clear & Grub, Fence, Underground, SWPPP, Minor Concrete, Survey, Buildings, Landscape, Misc. Metals.

Granite Rock Company dba Pavex Construction Division 'Pavex' is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. 100% payment and performance bonds in the amount of the subcontractors bid will be required from a qualified surety company. Bonding assistance is available. Pavex will pay bond premium up to 1.5%. Subcontractors must possess a current contractor's license, insurance and worker's compensation coverage. Subcontractors are encouraged to contact Pavex Estimating for insurance requirements, or if any other assistance is needed. Subcontractors will be required to enter into our standard contract. Pavex intends to work cooperatively with all qualified firms seeking work on this project.

Granite Rock Company DBA Pavex Construction Division

120 Granite Rock Way, San Jose, CA 95136

Phone (408) 574-1400 Fax (408) 365-9548

Contact: Paul Brizzolara

Email: Pavexestimating@graniterock.com

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NORTHERN CALIFORNIA

SUB-BID REQUEST ADS

Sub-Bids Requested from Qualified DBE Subcontractors & Suppliers:

I-15 Cajon Pass Rehabilitation Design Build Project
District 8 Route 15
Contract No.: 08-0Q7404
Owner: CALTRANS

Bid Date: August 23, 2013 at 2:00 PM - Quotes Due: August 16, 2013 at 5:00PM

Quotes requested for supplies & services including, but not limited to: AC Milling, Aggregate Base, AC Dike, AC Paving, Asphaltic Oils, Cement, Concrete Aggregates, Concrete Barrier Rail, Construction Area Signs, Curb & Gutter, Dowel Bars, Dowel Baskets, Electrical, Excavation, Fly Ash, Grind PCC, Geogrid Materials, Grind Rumble Strip, Joint Sealing, Landscape, Erosion Control, Metal Beam Guard Rail, Misc. Metals, Overhead Sign Panels, Pavement Removal, Precast Concrete Pavement Panels, QC Testing, Reinforcing Steel, Roadside Signs, Spall & Crack Repair, Striping & Marking, SWPPP, Lead Compliance Plan, Concrete Panel Replacement, Hauling.



9685 Via Excelencia, Ste 200 • San Diego, CA 92126
 Phone: (858) 536-3100 • Fax: (858) 586-0164

Contact: Mitch Gamache • Email: mitch@coffmanspecialties.com

Plans & Specifications are available for view at our main office in San Diego or by calling (858) 536-3100

Coffman is interested in soliciting in Good Faith with DBE's for this project. Please call if you need assistance/ advice with obtaining Bonds/Insurance/Credit. Subcontractors may be required to furnish 100% Payment & Performance Bonds by an admitted surety and subject to approval by Coffman. Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Waiver of Subrogation will be required. In order to assist DBE Contractors and suppliers, we will divide total requirements into smaller tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. We are an EOE & seriously intend to negotiate with qualified firms. Non-DBE Subs/Suppliers: Indicate 2nd tier DBE participation offered on your quotation as it will be evaluated with your price.

DeSilva Gates Construction-Robert A. Bothman
A Joint Venture

REQUEST FOR QUALIFIED SBE'S
 SUBCONTRACTORS AND SUPPLIERS FOR:

Civil and Station Improvements Contract, Santa Clara - Alum Rock Bus Rapid Transit Project
Contract C830 (13058)

Owner: SANTA CLARA VALLEY TRANSPORTATION AUTHORITY
 3331 North First Street, Building A, San Jose, CA 95134

Bid Date: August 27, 2013 @ 3:00 pm.

We hereby encourage responsible participation of local Small Business Enterprises, and solicit their subcontractor or material quotation for the following types of work including but not limited to:

DESILVA GATES CONSTRUCTION -

Estimator: Grant Rhodes - Phone No. 925-829-9220 Fax No: 925-803-4263:

CLEARING AND GRUBBING/DEMOLITION, MINOR CONCRETE STRUCTURE, STREET ELECTRICAL, PCC GRINDING, CONSTRUCTION AREA/ROAD SIGNS, SLURRY SEAL, STRIPING, SWPPP, UNDERGROUND, QC/QA, TRUCKING, CLASS 2 AGGREGATE BASE MATERIAL SUPPLIER, CLASS 4 AGGREGATE BASE MATERIAL SUPPLIER, HOT MIX ASPHALT (TYPE A) MATERIAL SUPPLIER, CLASS 3 AGGREGATE BASE MATERIAL SUPPLIER, GEOTEXTILE WRIP SUPPLIER, SURVEY AND COMMUNITY RELATIONS OFFICER

ROBERT A. BOTHMAN -

Estimator: Michael Maldonado - Phone No. 408-279-2277 Fax No: 408-279-2286:

SAW CUTTING, DRILLING (PIERS), ELECTRICAL (STATIONS), REBAR, GUARD RAIL/METAL RAILING, CAULKING/SEALANTS, ANTI GRAFFITI/PAINTING, METAL FABRICATION (BUS SHELTERS), TRUCKING, MASONRY, CONCRETE PUMPING, FENCING (ORNAMENTAL FENCING), LANDSCAPING AND CONCRETE READY MIX

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by DeSilva Gates-Robert A. Bothman, A Joint Venture of DeSilva Gates Construction and Robert A. Bothman Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates-Robert A. Bothman requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

DeSilva Gates Construction-Robert A. Bothman A Joint Venture

11555 Dublin Boulevard
 P.O. Box 2909
 Dublin, CA 94568-2909
 (925) 829-9220 / FAX (925) 803-4263
 Website: www.desilvagates.com

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Hunters Point Shipyard Opportunity to Provide Architectural Consulting Services

HPS Development Co, LP is requesting qualified, interested Companies to respond to a public request for proposals through the Successor Agency to the Redevelopment Agency of the City and County of San Francisco.

For more information, please visit:

<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=7066>

Proposals must be submitted by September 6, 2013.

Sub Bids Requested From Qualified

DBE and UDDBE

Subcontractors & Suppliers for

City of Briggs - 6th Street Double Box Culvert

Location: Biggs, CA

Bid Date: August 22, 2013 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: concrete barrier; concrete pumping; erosion control; striping; rebar; and trucking.

We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans & specs.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603

Phone: (510) 632-7676 • Fax: (510) 562-5209

Contact: Don Crivello

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RGW Construction Inc. is seeking all qualified DBE (Disadvantaged Business Enterprises) for the following project:

Outside Canal Bridge Replacement on Bass Avenue
Bridge No. 42C-0400

Federal Aid Project No. BRLO-5942(115)

Engineer Estimate: \$2,140,000

Goal: DBE 3.4%

Bids: August 22nd, 2013 @ 2:00 PM

Requesting Sub-quotes for (including but not limited to): Construction Area Signs, Traffic Control, Cold Plane, Demolition/Bridge Removal, Clear & Grub, Grinding, Pile Driving, CIDH Piles, Structural Concrete, Precast Concrete Girders, Reinforcing Steel, Signs Roadside, Rock Slope Protection, Fencing, Metal Beam Guard Railing, Concrete Barrier, Thermoplastic and Painted Traffic Stripe & Marking, Pavement Marking, SWPPP, Trucking, Roadway Excavation, Structure Excavation/backfill, Aggregate Base, Asphalt Paving and Sweeper.

Scope of Work: Replacing the existing bridge with a two span, precast pre-stressed concrete voided slab bridge and widen approaches.

RGW is willing to breakout any portion of work to encourage DBE participation. Contact us for a specific item list.

Plans and Specs are available to view and copy at our office or from Financial Services Department of Public Works, 2220 Tulare Street, Fresno, CA 93721. Contact **Tim Ross 925-606-2400** for any questions, including bonding, lines of credit, or insurance or equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

RGW Construction, Inc.

Contractors License A/B 591940

550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925

An Equal Opportunity Employer

RGW Construction Inc. is seeking all qualified Small Business Enterprises (SBE's) for the following project:

Civil and Station Improvements
Contract C830(13058)

SBE Goal: 16.78%

Engineer Estimate: \$50,000,000

Bids: August 27th @ 3:00pm

Requesting Sub-quotes for (including but not limited to): Cold Plane, Electrical, Fence, Materials, Striping/Markers, Survey, Trucking, Concrete Minor, Demolition/Bridge Removal, Fabric and Oils, Landscaping, Clear and Grub, Signs-Roadside, Slurry Seal and Traffic Control.

Scope of Work: Outside widening, curb bulb, station and median busway improvements - clearing and grubbing, demolition, excavation, street improvements, AC and PCC paving, intersection reconstruction, addition of curb and gutter and sidewalk. Street pedestrian, station lighting, station shelters, landscaping and irrigation, new utilities, relocation of existing utilities, drainage improvements, signing and striping, slurry seal surfacing.

RGW is willing to breakout any portion of work to encourage SBE participation. Contact us for a specific item list.

Plans and Specs are available to view and copy at our office or from VTA, 3331 N. First Street, San Jose, CA 408-955-9729. Contact **John Pitsch 925-606-2400** for any questions, including bonding, lines of credit, insurance, equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation.

RGW Construction, Inc.

Contractors License A/B 591940

550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925

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NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS

DBE SUBCONTRACTORS/SUPPLIER BIDS REQUESTED

CONTRACT NO. C0980

REGIONAL CONNECTOR TRANSIT CORRIDOR DESIGN/BUILD PROJECT

(Construct the underground stations, guide-ways and tunnels from Alameda and First Street (Gold Line) to the existing 7th Street Metro Center Station (Blue Line) located at 7th and South Flower Street.)

BID SUBMITTAL DATE: AUGUST 30, 2013 AT 2:00 PM

**OWNER: LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
(Metro)**

PERFORMANCE/PAYMENT/SUPPLY BOND WILL NOT BE REQUIRED

ALL WORKERS' COMPENSATION AND GENERAL LIABILITY INSURANCE IS PROVIDED BY THE CONTRACTOR CONTROLLED INSURANCE PROGRAM (CCIP)

THIS ADVERTISEMENT IS IN RESPONSE TO Metro's DBE PROGRAM. SHEA/WALSH/PTG JOINT VENTURE INTENDS TO PROVIDE AN EQUAL OPPORTUNITY AND CONDUCT ITSELF IN "GOOD FAITH" WITH DBE FIRMS REGARDING PARTICIPATION ON THIS PROJECT. DRAWINGS AND SPECS MAY BE REVIEWED IN OUR OFFICE MONDAY THROUGH FRIDAY, 8:00 AM TO 5:00 PM. QUOTES ARE REQUESTED NO LATER THAN AUGUST 21, 2013 SO THAT ALL BIDS CAN BE FAIRLY EVALUATED. PLEASE SUBMIT BIDS FOR THE FOLLOWING WORK (BUT NOT LIMITED TO):

Soil and rock excavation, hauling, excavation support systems, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, curb and sidewalk, fencing, landscaping, geotechnical and structural instrumentation, asbestos and hazardous materials handling and disposal, secant piles, soldier piles, shoring, traffic decking, traffic control, cast-in-place concrete structures, reinforcing steel, ground stabilization, tunnel construction, cross-passage construction, directional grout hole drilling, soil-nails, rock-bolts, steel dowels, steel arch support, shotcrete, concrete pumping, placing and finishing, concrete sealants, masonry, waterproofing, service utilities, grouting, electrical services, mechanical, plumbing and fire protection, architectural finishes, doors and hardware, track works, signals, pest control, IT Services, waste disposal and cleaning services.

We are actively soliciting bids for all trades and material supply quotes from DBE firms certified by the California Unified Certification Program (CUCP) by bid/proposal due date. Proposals submitted should not include any cost for Worker's Compensation or General Liability Insurance. Subcontractors will be responsible for providing vehicle liability insurance only. All contractors and subcontractors must agree to sign the letter of assent agreeing to the terms of the Project Labor Agreement (PLA).

Any business seeking to participate as a DBE for this Contract must be DBE certified by the California Unified Certification Program (CUCP) in accordance with 49 CFR Part 26 by bid/proposal due date.

The Joint Venture has established an FTP site where interested firms can view all plans and specifications for their convenience. Please contact Candice Gill at (909) 594-0990; Via Email: candice.gill@jfshea.com or Jim Honeycutt at (909) 444-4260; Via Email: jimmy.honeycutt@jfshea.com to receive instructions on accessing the FTP Site.

Shea/Walsh/PTG Joint Venture, An EEO Employer

(J.F. Shea Construction, Inc./Walsh Construction Company/Parsons Transportation Group, Inc.)
667 Brea Canyon Road, Suite 22; Walnut, CA 91789
Phone 909-594-0990, Fax 909-869-0827

Please visit our website: <http://www.shea-walsh-ptg-regionalconnector.com>



SHEA • WALSH • PTG



A Joint Venture in Association with LAN I TY LIN

Santa Clara Valley Transportation Authority Design-Build Contract DB1102F Silicon Valley Berryessa Extension Project C700

Procurement opportunities through Skanska-Shimmick-Herzog will be diverse and ongoing.

Please visit: www.sshjv-c700.com

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO

BLOCKA CONSTRUCTION, INC.

REQUESTS QUOTATIONS FROM ALL QUALIFIED SUBCONTRACTORS AND SUPPLIERS, INCLUDING MBE, WBE, AND SBE FIRMS FOR THE FOLLOWING PROJECT:

Bryant No. 2 Pump Station Electrical Upgrade (Specification 2072)

OWNER: East Bay Municipal Utility District (EBMUD)

BID DATE/TIME: August 28, 2013 - 1:30 PM

Qualified Subcontractors and Suppliers, including MBE, WBE, & SBE firms, wanted for the following items, including, but not limited to: **Demolition, Concrete, Miscellaneous Metals, Painting/Coating, Mechanical**

Bonding, insurance, lines of credit and any technical assistance or information related to the plans or specifications and requirements for the work will be made available to all interested firms.

Plans available for viewing at:

Blocka Construction, Inc.

4455 Enterprise Street, Fremont, CA 94538

Contact: Lori Magruder • lmagruder@blockainc.com

P: 510-657-3686 • F: 510-657-3688

WE ARE AN EQUAL OPPORTUNITY EMPLOYER - CA LICENSE NO. 679326

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

PALM AVENUE GRADE SEPARATION San Bernardino Associated Governments

Contract No.: C13108

DBE Goal: 9%

Bid Date: August 20, 2013 - 2:00PM

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBE companies for this project. All interested subcontractors, please indicate all lower tier DBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Plans and Specifications are available for view at our main office in Riverside or may be obtained from A&I Reprographics at (909) 514-0704.

Quotes requested for contractors, suppliers and service providers include, but are not limited to: Biological Monitor, Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Fencing, Erosion Control, Temporary Pavement Marking, Temporary Traffic Stripe, Plastic Traffic Drum, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Concrete Pavement, Remove Concrete, Concrete Barrier, Clearing and Grubbing, Roadway Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, Joint Seal Assembly, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish Single Sheet Aluminum Sign, Roadside Sign, Install Sign, Reinforced Concrete Pipe, Plastic Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Precast Concrete Pipe, Slope Paving, Minor Concrete, Rock Slope Protection, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Wrought Iron Fence, Chain Link Fence, Survey Monument, Chain Link Railing, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Pavement Marker, Waterline, Street Lighting

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509
Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: jerome.dipadova@skanska.com

RGW Construction Inc. is seeking all qualified Disadvantaged Business Enterprises (DBE's) for the following project:

Broadway /Brommer Multi-Use Path Project

Federal Project No. RPSTLPE-5025(057)

DBE Goal: 3%

Engineer Estimate: \$5,100,000 - 206 Working Days

Bids: August 27, 2013 at 2:00pm

Requesting Sub-quotes for (including but not limited to): Construction Area Signs, Clear & Grub, Landscaping, Hydroseeding, Erosion Control, Irrigation, Chip Seal, Pile Driving, CIDH Piles, Structural Concrete, Signs Roadside, Concrete Curb & Sidewalk-Misc., Fencing, Metal Beam Guard Railing, Thermoplastic and Painted Traffic Stripe & Marking, Pavement Marking, Signal and Lighting, SWPPP, Sweeper & Trucker, Site Furnishings, Pre Fab Metal Bridge and Information Kiosk.

Scope of Work: Construction of approximately 1/2 mile of porous concrete and 1/3 mile asphalt of multi-use paths including two pedestrian bridges.

RGW is willing to breakout any portion of work to encourage DBE participation. Contact us for a specific item list.

Plans and Specs are available to view and copy at our office or at the front counter of the Public Works Department, 809 Center Street, Rm 201, Santa Cruz. Copies can be purchased from Blue Print Express-Santa Cruz, 820 Soquel Ave., Santa Cruz, CA 95062 Contact **Derrick Woods 925-606-2400** for any questions, including bonding, lines of credit, insurance, equipment or material suppliers and scheduling. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation.

RGW Construction, Inc.

Contractors License A/B 591940

550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925

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Visit www.sbeinc.com to download a PDF version of the latest SBE Newspaper and SBE Newsletter

NORTHERN & SOUTHERN CALIFORNIA

SUB-BID REQUEST ADS

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**Replace and Widen Genesee Bridge at Route 5
District 11 on Route 5
Contract No.: 110223U4
DBE Goal: 8 %
Bid Date: September 12, 2013 – 2:00 PM**

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBE companies for this project. All interested subcontractors, please indicate all lower tier DBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Plans and Specifications are available for view at our main office in Riverside or on the Caltrans website: http://www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php

Quotes requested from Subcontractors, Suppliers and Service Providers include, but are not limited to: Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Type III Barricade, Fencing, Portable Delineator, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Concrete Pavement, Remove Concrete (Structure), Concrete Barrier, Bridge Removal, Clearing and Grubbing, Roadway Excavation, Develop Water Supply, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Rock Blanket, Soil Nail, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Concrete Pavement, Seal Pavement Joint, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Structure Concrete (Box Culvert), Minor Concrete, Shotcrete, Treat Bridge Deck, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish & Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Roadside Sign, Alternative Pipe Culvert, Reinforced Concrete Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Rock Slope Protection, Slope Paving, Minor Concrete, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Chain Link Fence, Pipe Handrail, Cable Railing, Transition Railing, Terminal System, Crash Cushion, Concrete Barrier, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Signal & Lighting, Lighting & Sign Illumination, Fiber Optic Conduit, Electric Service (Irrigation, Traffic Monitoring Station) Closed Circuit TV System, Ramp Metering System, Slope Inclinometer, Landscape and Irrigation

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept:

1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449
Email: joe.sidor@skanska.com

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**City of Lincoln Wastewater Treatment and Reclamation Facility Expansion
Contract No.: 184030298
Encouraged DBE/MBE/WBE/HUB Certified Firm Participation
Bid Date: September 10, 2013 – 2:00 PM**

Skanska, an equal opportunity employer, is interested in soliciting in Good Faith all subcontractors as well as certified companies for this project. All interested subcontractors, please indicate all lower tier participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Plans and Specifications are available for view/purchase at the following locations:

- Skanska USA Civil Office, located at 1995 Agua Mansa Rd., Riverside, CA 92509
- Stantec Consulting Services Inc., located at: 3875 Atherton Rd, Rocklin, CA 95765
- For Purchase: ARC Sacramento PlanWell. Please call 916-443-1322

Quotes requested from Subcontractors, Suppliers and Service Providers include, but are not limited to:

Materials: Construction Area Signs, Utility Line Marking, Watering and Water Development, Corrugated Metal Pipe Culvert, Landscape Rock, Structural Steel, Structural Aluminum, Grating, Treads, Floor Plates, Metal Framing, Steel Platforms, Mechanical Identifying Devices, Bio filter Media Replacement, Fiberglass Launder Covers, FRP Weirs and Baffles, Polyethylene Storage Tanks, Davit Cranes, Seismic Equipment Restraints, Seismic Piping Restraints, Temporary Railing, Erosion Control, Fiber Rolls, Class 2 Base, Joint Seal, Plastic Pipe, Reinforced Concrete Pipe, Welded Steel Pipe, Alternative Flared End Section, Misc Metal, Misc Iron and Steel

Works scopes: Survey, Quality Control and Testing, Pipe Chlorination, Pipe Testing, System Startup and Testing, System Training, Clear and Grub, Fence Removal, Excavation Dewatering, Structure Excavation and Backfill, Trenching and Backfill, Storm Water Pollution Plan, Hydroseed, Sheeting and Shoring, Chain Link Fence, Hot Mix AC Paving, Cast in Place Manhole Bases, Minor Concrete Structures, Concrete Saw cutting, Pipe Railing, Overhead Coiling Doors, Painting and Finishing, Mechanical Process Equipment Installation, Pre Engineered Metal Building and Canopy, Cathodic Protection of Underground Pipe, Process Piping, Process Electrical Systems, Site Lighting, Instrumentation and Controls, Thermoplastic Pavement Marking.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

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Skanska Estimating Dept:

1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449
Email: daniel.hawley@skanska.com

James E. Roberts-Obayashi Corporation is seeking proposals from all interested subcontractors and suppliers for the:

Hunters Point Shipyard Block 53

Project Loc.: Corner of Coleman St and Innes Ave. San Francisco, CA 94124

Bid Date:

REVISED September 5, 2013 at 2:00pm

Start Date: October 2013 (duration 17 months)

This project includes 93 market rate "for sale" condominiums. Construction consists of four (4) separate buildings. This is a prevailing wage project with a PLA (Project Labor Agreement). All subcontractors are required to be union.

SBE/LBE/MBE/WBES are encouraged to bid.

Successor to SFRA 50% SBE goal applies.

This project also has a 50% local hiring requirement. If interested in bidding this work please contact Richard Keller via email rich@jerocorp.com

JAMES E. ROBERTS-OBAYASHI CORP.

20 Oak Court, Danville, CA 94526
925-820-0600 FAX 925-820-1993

WE ARE AN EQUAL OPPORTUNITY EMPLOYER

James E. Roberts-Obayashi Corporation is seeking proposals from all interested subcontractors and suppliers for the:

Hunters Point Shipyard Block 54

Project Loc.: Corner of Coleman St and Hudson Ave. San Francisco, CA 94124

Bid Date: REVISED September 5, 2013

Start Date: October 2013 (duration 16 months)

This project includes 66 market rate "for sale" condominiums. Construction consists of seven (7) separate buildings. This is a prevailing wage project with a PLA (Project Labor Agreement). All subcontractors are required to be union.

SBE/LBE/MBE/WBES are encouraged to bid.

Successor to SFRA 50% SBE goal applies.

This project also has a 50% local hiring requirement. If interested in bidding this work please contact Richard Keller via email rich@jerocorp.com

JAMES E. ROBERTS-OBAYASHI CORP.

20 Oak Court, Danville, CA 94526
925-820-0600 FAX 925-820-1993

WE ARE AN EQUAL OPPORTUNITY EMPLOYER

President Obama Applauds

■ Continued from page 1

"This is a major step forward in the administration's work to encourage institutions of higher education to support Veterans with access to the courses and resources they need to ensure that they graduate and get good jobs," said U.S. Secretary of Education Arne Duncan.

The "8 Keys to Success" include the following:

1. Create a culture of trust and connectedness across the campus community to promote well-being and success for Veterans.
2. Ensure consistent and sustained support from campus leadership.
3. Implement an early alert system to ensure all Veterans receive academic, career, and financial advice before challenges become overwhelming.
4. Coordinate and centralize campus efforts for all Veterans, together with the creation of a designated space (even if limited in size).
5. Collaborate with local communities and organizations, including government agencies, to align and coordinate various services for Veterans.
6. Use a uniform set of data tools to collect and track information on Veterans, including demographics, retention and degree completion.
7. Provide comprehensive professional development for faculty and staff on issues and challenges unique to Veterans.
8. Develop systems that ensure sustainability of effective practices for Veterans.

More than 250 community colleges and universities in 24 different states and D.C. will fully adopt the "8 Keys to Success" and more are expected to rise to the challenge in the coming months. At Western Nevada College, for example, the school hosts a "Veterans Orientation" to make sure returning service members begin college on the right track, and that every Veteran

has a counselor assigned to work with him or her on adjusting to the classroom environment, performance expectations, personal challenges and program completion.

"This commitment made by colleges and universities will help Veterans better transition from military service into the classroom, graduate, and find a good job to help strengthen our economy," said Secretary of Veterans Affairs Eric K. Shinseki. "Given the opportunity, Veterans will succeed because they possess exceptional character, team-building skills, discipline, and leadership."

Another example of postsecondary institutions working to implement the keys is Virginia's Community Colleges, where schools are leveraging partnerships to connect Veterans with jobs and careers in high-growth, high-demand fields.

"These partnerships bring together local businesses, community colleges, workforce investment boards, the Virginia Employment Commission, other state government agencies, and nonprofit providers of social services all in support of Virginia's Veterans," said Glenn DuBois, Chancellor of Virginia's Community Colleges. "The keys to success provide a helpful set of recommendations for moving forward."

The keys build on the administration's work to provide Veterans and military families with a high-quality, affordable education. In April 2012, President Obama signed an executive order establishing the Principles of Excellence (POE), which provide protections for our nation's military, Veterans, and their families.

To further Veterans' success in higher education and employment, the VA is also expanding its VetSuccess on Campus (VSOC) and Veterans Integration to Academic Leadership (VITAL) programs, which connect Veterans to VA resources. Thousands of colleges and universities are developing or expanding their Veterans Success Centers as a result of the VA's VSOC and VITAL investments. VSOC is currently located at 32 campus sites in 16 states and is expanding to additional campuses in 2013.



The Post-9/11 GI Bill has also played a large role in helping returning service members attend college. VA has issued approximately \$30 billion in Post 9/11 GI-Bill benefit payments since its inception in August 2009, and helped nearly one million service members, Veterans, and their families pursue an education. The Post-9/11 GI Bill is the most extensive educational assistance program since the Serviceman's Readjustment Act of 1944, more commonly known as the GI Bill, was signed into law.

The administration will continue to build on its work to ensure Veterans' success by acting on our nation's commitment to place higher education within reach for all who are willing to work for it. Federal agencies, colleges and universities, and their many partners are united in their determination to make sure this generation of Veterans, active-duty service members and their families are aware of and take advantage of all the benefits and resources provided by a grateful nation.

Source: U.S. Department of Veterans Affairs

Bullet train construction delayed again

■ Continued from page 1

speed rail, around the world. "The construction industry is starting to heat up, and, as it does, it is harder to get qualified people, and material costs increase."

Ibbs and others say a one-year schedule slippage before construction starts would be worrisome. The delays are coming after repeated warnings from state watchdog agencies that the bullet train agency is understaffed and lacks the resources required to manage such a complex project. The state high-speed-rail board and Chairman Dan Richard have made hiring staff to fill long-standing vacancies a priority. But the agency also has had to contend with turnover in the management ranks.

Ron Tutor, chief executive of Tutor Perini, the firm chosen in June to build the first phase of the project stretching north from Fresno, said his firm is months from beginning substantial construction because it has considerable engineering and design work to complete. And, as of Friday, Tutor's firm, which is supposed to build the initial 29 miles of the system by 2017 for \$985 million, was still awaiting a formal contract from the state.

"The way I see it, the earliest any real construction can start, other than demolition or clearing, is after the first of the year," Tutor said in an interview. "We will have to complete design work and get permits."

The state needs hundreds of parcels of land to build the first 130 miles of rail bed from Madera to Bakersfield by 2017. So far, it has made 106 offers to buy land and has "taken possession" of one parcel, according to a spokeswoman for the California High-Speed Rail Authority. Many Central Valley landowners oppose the project and are expected by real estate experts to fight any attempt to seize their farms, businesses or homes.

At this point, Tutor said, the lack of land is "academic" because of the engineering work that remains to be done. The state is using a "design build" process, in which selected companies will be responsible for both designing and building various sections of the system.

Tutor said he could begin some demolition sooner than next year but is concerned about mobilizing to start work and then having to stop until design of system structures catches up. "That doesn't really accomplish a great deal, if we don't get the engineering completed," he added.

Under federal agreements, the state must spend all of the Obama administration stimulus funding and a matching amount of state funds by October 2017— about \$5 billion of the \$6 billion total for the first phase through the Central Valley.

The authority did not respond to questions about the latest delays. A spokeswoman said Tutor Perini's contract "commits both parties to deliver the project on schedule,

which meets the deadline of 2017."

William Grindley, a former executive at the World Bank and a critic of the project, said one risk of delays is that the U.S. economy will strengthen significantly next year and drive up construction costs. The agency plans to issue at least three more contracts to complete 130 miles of the system in the Central Valley by the federal deadline.

If construction starts Jan. 1, 2014, the federal deadline would require spending roughly \$3.75 million per day, including weekends and holidays — one of the fastest rates of spending on a major construction project in U.S. history.

Two major freight railroads, Union Pacific and Burlington Northern Santa Fe, have not yet reached agreement that would allow the state to build structures near or over their rights of way. A Union Pacific spokesman said a deal is still under discussion.

A key ruling also is pending on a lawsuit that contends the project violates the terms of the 2008 voter-approved ballot measure that allocated \$9 billion for the project. A decision in Sacramento Superior Court is expected by the end of the month.

There has also been limited progress in getting key federal approvals for the project, including two permits by the Army Corps of Engineers to cross waterways along the route from Merced to Fresno.

One of the permits would allow the state to build a crossing over the Fresno River. It requires completion of an analysis of how the bridge might affect the river's flow. The analysis is awaiting a detailed bridge design by Tutor's firm. Ryan Larson, a corps official in Sacramento, said once the design is submitted, it will take four to six months to examine the permit request.

The state also needs a permit allowing various construction-related intrusions into rivers and waterways along the route from Merced to Fresno. But no action can occur on that request until the rail authority completes a supplemental environmental study, gets approval from the U.S. Fish and Wildlife Service, which assesses effects on endangered species and submits a plan to offset damage to wetlands along the route, said Kate Dadey, the lead regulator on the project with the corps.

"Until we have it in our hands, we cannot move forward on a permit," she said.

The rail authority can start building away from rivers and wetlands before obtaining a permit, Dadey said. But that would be "at their own risk," she said, adding that projects typically do not proceed without such permits in hand.

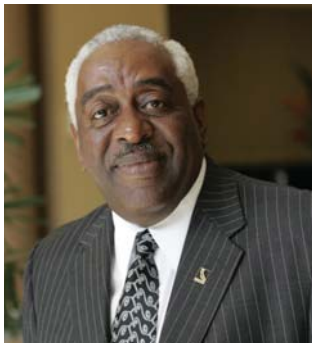
The bullet train "is an extremely complicated project," she said. "There is still a fair amount of actions that have to occur before groundbreaking."

Ralph Vartabedian Email:
ralph.vartabedian@latimes.com

CALIFORNIA Black Chamber of Commerce

California Black Chamber of Commerce
Council of Chambers convenes @
California Black Chamber Business Summit
August 15th - 17th Fresno, CA

Procurement Contracts Matching for Certified Minority Business Owners



**Aubry L Stone - President
California Black Chamber of Commerce
(CBCC) remarks...**

The California Black Chamber of Commerce is the largest African American non-profit business organization representing hundreds of small and emerging businesses, affiliates and chambers of commerce throughout the state. If you own a business, represent one, manage an association/organization, or you are a corporate leader the CBCC can provide advocacy assistance for your supplier diversity needs,

and business development and training for your small business. JOIN US. www.calbcc.org @ Ca Black Chamber's Business Summit Aug.15-17th – Radisson Hotel 2233 Ventura Street, Fresno, California 916-463-0177

**Madame M C Townsend –President
2011-2015 CBCC's Council of Chambers
& Regional Black Chamber of
Commerce SFV remarks.....**

As newly re-elected President of the Council of Chambers, an esteemed honor, though being a prodigious task, accomplishment of success comes through a strong collaborative reciprocity process. These Council of Chambers possess a unique quality in running their perspective chambers in their region, and henceforth brings a formative amount of value to a business owner. Shown here are some of

The most influential visionary Chambers of Commerce across the State of California, given the scope of their diversity, each possess a keen sense of knowledge of how important it is to do business in the State of California, which resonates to a powerful paradigm shift of grave importance to all small, minority and women owned businesses



(From Left to Right) Presidents:

Tate Hill Fresno Metro BCC; Skip Cooper-BBA LA; Linda Wright Moreno Val BCC; Michael Allen San Diego BCC; Leticia Hanke North Bay BCC; Rich Poston Antelope Val AACC; Gene Hale-GLAAACC; Paulette Amous Stockton BCC; Gregory Cantrell Contra Costa BCC; Peggy Thompson Solano Cty BCC; (Past) Joel Wyrick Silicon Val BCC; Zyra McCloud Int'l BCC

Distinguished Chambers not shown @ Press time: Carson BCC; Kern Cty BCC; San Francisco AACC; Victor Val BCC, www.calbcc.org



THE CALIFORNIA BLACK CHAMBER OF COMMERCE

Benefits of Membership

As a member, we are your Advocacy resource. CBCC can offer access to the legislative process which directly or indirectly affects your ability to do business in the state of California. Some issues of concern are those of lending, bonding, insurance and rezoning.

Publications

The Forum is a quarterly news magazine providing information on CBCC and Foundation activities throughout the state. It will also provide our year in review so that you can see the progress of our efforts. Now look for our E-Forum coming soon.

Business Networking

You can't do business if you're not where business is being done! The CBCC has four (4) events each year that offer opportunities to network in various business environments. The Legislative Reception, an invitation only event; African American Leadership & Education Congress, held in March; Juneteenth Educational Fundraiser in June; and The Ron Brown Business/Economic Summit & Scholarship Awards held in August.

For more information on these and other events click here

Business Referrals

If you are looking to expand your business and work with corporations, the CBCC has developed the Virtual Resource Platform (VRP) that creates a bridge for corporations to find and work with small businesses through

their Supplier Diversity programs. Become a member and join our VRP.

Business Visibility Program

- Featured Business Program
- Guest Blogger
- KDEE Radio Sponsorship

Business Resources

As a member the Chamber will provide resources to assist you in the running of your business. For local chambers or those looking to start a chamber we have a resource guide that can help.

CBCC Foundation

for Education & Cultural Awareness The Foundation is dedicated to education of our youth and young adults, cultural awareness and providing a voice to the community through our Radio Station

The California Black Chamber - History

The California Black Chamber was created by five businessmen who saw a need to assist the local chambers from around the state with business growth and development for their chamber members, advocacy in supplier diversity issues and building communities within their region of operation.

The California Black Chamber of Commerce is the largest African American non-profit business organization representing hundreds of small and emerging businesses,

affiliates and chambers of commerce throughout the state.

If you own a business, represent one, manage an association/organization, or you are a corporate leader the CBCC can provide advocacy assistance for your supplier diversity needs, and business development and training for your small business

From our headquarters in the capitol city, we welcome you to the California Black Chamber of Commerce.

Council of Chambers

Council of Chambers (COC) Purpose

The Council of Chambers is a body of representatives from each local black chamber of commerce and african american organization within the state of california. The COC is a division of the california black chamber of commerce with the following mission:

- To improve lines of communication in order to develop contracting and procurement opportunities for their members
- bers to develop programs and events that will positively impact community economic development
- To promote stability among member organizations
- To provide leadership to align each local chamber with the activities of other local chambers

- To promote economic development and rebuild communities
- To support the vision and mission of the California Black Chamber of Commerce

About the Foundation

The California Black Chamber of Commerce Foundation (CBCCF) is a 501 c 3 nonprofit established 15 years ago to assist local Black Chambers of Commerce in California with small business development and growth. CBCCF is the largest African American non-profit business organization representing African American microenterprises, small and emerging businesses, affiliates and chambers of commerce throughout the state. CBCCF facilitates business development and provides training and technical assistance to member chambers for purposes of creating and sustaining self-employment and opportunities for increased wealth in their respective local African American communities.

It operates several programs to that end:

- African American Agenda & Leadership Series
- CBCCF Scholarship Program
- Green Initiative
- KDEE 97.7FM Radio
- BLISS

7 Reasons Why Really Small Businesses Should Join Their Industry Trade Association To Succeed

By Robert E. McLean, CAE

Why Really Small Business Owners Should Join

Before getting into the seven reasons for joining a trade association, let's consider the credentials most individuals bring to a new small business.

Most have never started a business from scratch. How good are most of us the first time we try doing anything? We make mistakes, especially as the sole owner of the business—likely the only fulltime employee in the business. The owner has no inhouse counsel, marketing specialist, or human resources department to provide expertise in functional areas where the owner lacks expertise. And the owner has precious little time once the doors are open to personally research industry issues or management areas they find particularly challenging. The information resources of a trade association can be an immense timesaver to the business owner.

To mitigate any mistakes and to overcome areas of insufficient information or training, it is helpful—essential—to have a network of advisors with whom the owner can consult on difficult issues or major buying decisions. We may have friends or family members who offer to help, but who could be better than individuals in the same position we're in: taking the biggest risk of our lives in the same industry.

Why go it alone when you don't have to?

The 7 Reasons to Join

Need reasons why you should spend all that money? Here are seven.

Reason #1: Information

Most people join trade associations for one simple reason: information. They can learn about key industry trends, new legislation, or regulations. They can learn about vendors. They can get industry statistics and understand the trends they represent. Everybody gets this one.

How does the information come to the owners? Typically in newsletters or magazine or emails. But the best information often comes not from the presentation at the conference but from the conversation with a colleague in the hallway outside the room where you heard the presentation. (More on that later.)

Reason #2: Inspiration

Where do most good ideas come from? For a lot of us that long, hot shower offers the quality relaxation time we need to get the brain to dream, to think beyond the usual and ordinary and to consider the unusual and special. So, where else can you find that time away from the office that allow you to think about your business' future and enjoy the company of those facing similar challenges and problems.

A trade association committee meeting or conference can be the best place to find inspiration. You're away from the office

and the phones and the PC (and if you're smart, not looking at your PDA every five minutes). You hear about an approach or process that you know you can emulate easily and quickly—and perhaps inexpensively.

For me, one person's idea is usually a springboard to another of my own. Put me in a situation where I'm just focusing on my industry and my business and the proverbial creative juices start bubbling. The lack of distractions allows that "aha!" moment to occur. And it's not always some big idea that will make you a million. Sometimes it's a small idea that solves a that nagging problem—the one that keeps you at the office late too many nights and that prevents you from focusing more time looking for a moment of real inspiration.

Reason #3: Support

As an association member, you have ready access to dozens or hundreds of individuals and organizations that can act as unpaid consultants or advisors who offer support in ways big and small, all of which help you succeed. Your colleagues can lend an ear when you most need one. Offer information and inspiration. Remind you that you do have the skills you need to succeed. And if, like most really small businesses, you work alone or with one or two individuals who may not be partners or peers (in age or experience), your fellow members can be that all important sounding board or, if things aren't going well, a shoulder to cry on. (Hey, it happens. Starting a business from

Continued on page 11

For Victor MacFarlane, the comeback trail includes \$1 billion worth of projects in D.C.



Real estate investor Victor MacFarlane owns an interest in 37 properties

(Jeffrey MacMillan/Capital)

By Jonathan O'Connell

Victor MacFarlane, manager of some of the country's largest real estate funds, regrets some of the deals he made before the real estate bubble burst and the national economy collapsed.

For this, he has paid a price, financially and personally. His assets under management are about \$4 billion, down from a high of \$20 billion, and he resigned as an adviser to the California Public Employees' Retirement System after participating in some costly bubble-era deals. The Wall Street Journal wrote two weeks ago that for MacFarlane, "the comeback trail looks especially daunting," after his fund with the California Public Employees' Retirement System lost more than three quarters of its value over a three-year period.

But like many investors and managers who made big bets on Washington real estate, MacFarlane has come through the recession with some properties in his portfolio whose values are likely approaching pre-recession levels. His three Washington area development partners — the JBG Cos., Jair Lynch Development Partners and Monument Realty — are all extremely active.

"In the next 12 to 18 months, we will start \$1 billion worth of projects," MacFarlane said.

He acknowledges mistakes in making purchases near the peak of the market, but thinks his critics need reminding that, "this was not a normal recession. This was the great recession."

"People say, 'Well Victor, you blew it.' Well, how many people lost money in the stock market? ... I mean, who knew there were all these synthetic [combined mortgage-backed securities] behind the door that the bankers were using, and that the analysts gave such good ratings?" he said.

Part of the reason for the criticism, he said, is he only invests in highly visible markets: Washington, San Francisco, New York, Los Angeles and Seattle. Part of it, he said, is that having founded the largest African American-owned real estate investment firm, he "looks different than a lot of people" at the top of the field.

"It works both ways," he said of his race. "I probably get more attention, both when I succeed and when I don't."

Gregory M. Vilkin, MacFarlane Partners managing principal and president, said that through the ups and downs of the real estate cycle and the economy, the company has stuck to its principles of buying great real estate and following through on promises. "We do what we say we are going to do," he said.

MacFarlane spent more time in Washington when he was part owner of D.C. United, the Major League Soccer team whose search for a new stadium spanned the time before, during and after MacFarlane's stint as co-owner. But he and his investors — institutions including the California State Teachers' Retirement System — still own an interest in 37 Washington area properties at a value of more than \$2 billion.

Much of that, though purchased at top prices, is now primed for development.

JBG Urban LLC, a joint venture formed between MacFarlane and Chevy Chase-based JBG in 2007, owns property throughout Washington, and in some of its strongest markets. The venture is building 454 high-rise apartments at Rosslyn Commons in Arlington, and is preparing to develop 1800 Rockville Pike and the second phase of North Bethesda Market. In May, the venture sold a majority interest in the first phase of North Bethesda Market, anchored by Whole Foods Market, for \$200 million.

MacFarlane, the Lehman Bros. estate and Monument Realty own a stretch of Half Street Southeast leading to the Nationals' Park that became a symbol of over-exuberance during the recession, but is considered a prime apartment site. MacFarlane says the team is thinking now about when to begin that project.

District-based developer Jair Lynch, whose company MacFarlane partly owns, is aggressively purchasing apartment development sites, including a \$51 million deal on H Street Northeast in the District. Some apartment investors already say they see an apartment bubble forming in certain areas, but MacFarlane said he isn't worried.

"We don't have anything to be ashamed of," he said. "Our performance over 25 years has been exceptional."

Source: 2013 The Washington Post

Victor B. MacFarlane Managing Principal, Chairman and CEO 415.356.2500

Victor MacFarlane is managing principal, chairman and chief executive officer of MacFarlane Partners, which he founded in 1987 to provide real estate investment management services to institutional investors. He has primary responsibility for the firm's investment management activities, chairs its investment committee and serves on its senior management committee.

Career Overview

Victor has more than 30 years of real estate experience, during which he has worked extensively in property development, acquisitions, asset management and portfolio management on behalf of some of the world's largest pension plans and institutions.

Under his leadership, MacFarlane Partners pioneered the urban investment concept among institutional real estate managers in the mid-1990s and today has become one of the leading real estate investment management firms in the United States.

Past Experience

Victor began his real estate career in 1979 with Aetna Life & Casualty Company, where he helped acquire and manage more than \$1 billion in real estate assets. He later developed and managed, for his own account, an award-winning apartment community in Denver.

In 1996, he sold the core separate-account investment management business of MacFarlane Partners to GE Capital and then served for three years as chief executive officer of GE Capital Investment Advisors.

During that period, he also spearheaded several global initiatives for GE Capital Real Estate, an affiliate with \$20 billion in real estate assets worldwide, overseeing or participating in its expansion plans in Asia, Mexico and Eastern Europe.

At the end of his contractual commitment in April 1999, he resigned from GE Capital and began rebuilding MacFarlane

Partners as an entrepreneurial firm that focused on urban properties and other high-yielding real estate investments.

Honors

- National Inner City Leadership Award, Initiative for a Competitive Inner City, 2006
- Trailblazer Achievement Award, Global Diversity Summit, 2006

Professional Affiliations

- Board of Directors, Developers Diversified Realty Corporation
- Board of Directors, Initiative for a Competitive Inner City
- Board of Directors, Real Estate Executive Council
- Board of Directors, The Toigo Foundation
- Board of Advisors, UCLA School of Law
- Board Facilities Committee, Stanford Hospital & Clinics
- Trustee, Urban Land Institute
- Chief Executives Organization
- International Council of Shopping Centers
- Pension Real Estate Association
- World Presidents Organization

Education

- Bachelor of University Studies, University of New Mexico
- Juris Doctor, University of California, Los Angeles, School of Law
- Master of Business Administration, University of Pittsburgh
- Doctor of Laws (honorary), University of the District of Columbia

Source: MacFarlane Partners



7 Reasons Why Really Small Businesses Should Join Their Industry Trade Association To Succeed

Even if it means eating a lot of peanut butter and jelly sandwiches

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scratch is stressful.)

Reason #4: Referrals and Other New Business Opportunities

Finding customers can be very difficult for many small business owners. A trade association's educational programs can teach an owner how to do this, but the association can also offer informal and formal ways of putting owners and buyers together. Here are three scenarios. They are not theoretical; they are based on my own experiences.

Scenario 1: A small business owner joins an association, goes to the conference, and even joins a committee—and still wonders why he or she spent so much time and has no new business to show for it. And then the call comes.

A colleague you met at the association's conference and who runs a much larger business receives a call from a prospect that is a poor fit because he or she is just small potatoes. The prospect asks your colleague to recommend someone more appropriate—the owner of a smaller firm. Having met you, gotten to know you, and recognized that you're running a professional, if small operation, your competitor mentions you (and perhaps others). You move quickly to get this piece of heaven that just landed in your lap. Keep your new customer for any reasonable length of time and you've made back the cost of membership 10 times over.

I know it can happen because it did happen to me—more than once.

Scenario #2: A colleague you met recently at the association's conference has the opportunity to take on a substantial piece of new business. However, the size of the project involved is so large your colleague cannot handle it alone. Having met you, gotten to know you, and recognized that you're running a professional (if small) operation, your competitor calls to see if you'd be willing to act as a subcontractor for a piece of this sizeable project.

I know it can happen because it has happened dozens of times to members of associations I manage—and to me.

Scenario #3: Your trade association offers a service where those who want to buy the produce or service can find members of your association, or perhaps even post a request for proposals to which the association members may respond. But only association members have access to such leads—customers who are definitely going to buy from someone, perhaps you, but only if you are a member.

Does this opportunity work? I'll say; it's where I obtained one-third of my current clients.

Reason #5: Resources

Most successful business people didn't know everything they needed to know when they opened their new small businesses, but usually recognize that learning was essential to their success. Important lessons about general business operations and strategies can come from a classroom, but for obtaining industry-specific information, nothing beats a wellrun trade association. This is especially true when you are in a fastchanging industry or on subject to frequent legislative or regulatory activity or one that is strongly influenced by international competition. Is there any better resource than a colleague willing to share their information or experiences when they were at your stage in the business cycle?

Trade associations also offer many other resources and membership benefits. The most obvious is access to qualified vendors who know and understand your industry: the best or right kind of printer or insurance rep or equipment vendor or designer or lobbyist—the list is practically endless. At some associations the member can obtain important resources, such as industryspecific insurance, at a significant discount that is available only to association members. But often the biggest savings is the time you won't spend looking for something or someone because you called a colleague who knew just the right

Reason #6: Affirmation

When you first join a trade association it can seem that everyone knows the joke but you, everyone speaks a different language, everyone is more experienced and smarter and just so much more knowledgeable. And then comes the moment when

you have an idea and say, "Well, here's how I do it and my clients seem to like that system," or "I know a new software program that will do that." And they all start jotting down this little gem you've shared. (Guess you know a few things after all.)

Remember, there's a reason (or two or three) why you thought you were good enough to succeed in this business. You may be new at starting a business, but you know something about this business you are in. There will be plenty of times when you will think you know less than everyone in the room, but there will also be times when you are the one who knows something valuable. The confidence and ego kick you get from these moments are so important to have and remember when it seems like your new little business will never take off.

It's nice when your family says you are great. It's better when your colleagues say it and show it.

Reason #7: Fun

We need clients. We need a paycheck. We need signs of success. But we need more than that because all work and no play makes for one very boring, tired, and unhappy small business owner. It is important to find some opportunities to enjoy yourself; wellrun associations offer that, in addition to all the other reasons for joining I've already listed.

In my experience, business owners who succeed are often those who enjoy life at work and at home. Some of that enjoyment can and should come from your trade association involvement. Small business owners who make the time to become active members of their trade association (and I emphasize the word active) are happier people. They might get to go to nice receptions and dinners, travel to some great cities, stay at nice resorts. But more important than all of that, they make good friends and meet interesting colleagues. They have fun. And if you're not occasionally having some fun at association meetings, talk to the executive director about the need to change that situation.

Life is just too short and learning doesn't need to be dull or painful.

Getting the Most Out of Membership by Being More than a Checkbook Member

Joining an association is good thing. But to get the most ROI you must do more than join; you must get involved.

Those owners who do get involved are not "checkbook members," those who just write a check for the membership dues, get the magazine or newsletter, and occasionally visit the Members Only website. They are also the ones who receive the annual industry survey but don't attend the webinar or conference session where colleagues analyze the information and show how to use it to improve your operations and increase your profitability.

And frequently they are the ones who most often complain about getting too little in return for their membership dues.

The reason for becoming involved is really very simple. The Internet is a great resource for information. The same can be said of a magazine or industry newsletter. But the best resources in business are people, especially when they are informed, experienced colleagues. Face and phone time with your colleagues can only occur if you attend a conference, or enroll in a training class, or join a committee.

Talk with anyone who has ever become actively involved in a trade association, especially those in leadership positions, and they'll all say the same thing: you get so much more out of the experience than you put in. You'll hear things before others (meaning nonmembers) do, hear things others never learn, establish lasting relationships—and you'll certainly have fun.

I've received information on new business prospects only because of the relationships I developed with the person I met on a committee. I've met colleagues I can call for information, and insights, and whom I can speak with in confidence. When I start to ask a question that begins with one of the following:

- "Have you ever had to . . ." or
- "Have you ever bought a . . ." or
- "Did you very hire an employee who . . ."

the best possible answers will come from one of many of trusted colleagues I've met in my own trade associations.

How can you get involved? Ask your association executive director for a list of the committees that exist and a description of the work each committee (now often called a task force) performs and the time expected from committee members. Then consider your own personal preferences and needs. Do you want to know more a lot about marketing and want to work on the association's marketing committee because you believe that's where you can best contribute? Are you a natural born salesperson who would be well suited to the Membership Committee? Do you want to learn about legislation and so would be well suited to the Legislative Committee? Some join where they know they can contribute, others where they want to learn. The choice is yours and your association will welcome your volunteer contributions wherever you decide to participate.

Most task forces in most trade associations meet by conference call, not in person. They typically require only an hour or two a month. The time spent on committee business outside of the calls will usually be no more than the same amount of time. And if you find the work too time consuming or less interesting than you expected, ask about moving to another committee. They key is to get involved in some way so that you can get to know your colleagues and your industry better.

Being an active member of an association is the closest thing to graduate school you'll find and the rewards are many. But if you still need more reasons, just look at the individuals who are involved. These are hard core capitalists, not philanthropists. They don't spend their time on frivolous activities. They spend their time where it will do them and their companies the most good. They are, in most every case, successful. Isn't this the group you want to be around—to learn from? It's the smart decision and it's often what separates the wellintentioned from the successful.

When I talk with someone who says they cannot afford to join a trade association or cannot justify the cost of attending the annual conference, I can almost always predict their chances of success and the likelihood they will grow. These people are shortsighted and they're spending their money on the wrong things. They cannot see the value of and necessity of marketing and they don't see trade association membership as both a good resource for education and, eventually, for improving their own income. They just don't get it.

Time to Decide

Will you get it? Will you make the sacrifices necessary to enjoy the longterm benefits? So what if you have to take PB&J to work in a sack or cook at home instead of eating out. This is more than your new business we're talking about; this is your life. You may get only one chance to get it right. Make the most of that chance. Join. Get Involved. And hey, have a little fun.

Why ShortSighted Small Business Owners Will Ignore the Advice In this Ebook and Won't Join their Association—Especially in a Tight Economy

As I write this ebook the country is suffering through a recession and unprecedented stock market declines and the biggest government bailout in US history. Because of these economic problems many companies have decided this is the worst possible time to join an association. Big mistake. Big.

As someone once said, you cannot cut your way to growth. Tough economic times are when it is most essential for you to participate in your association. If you are a vendor, why would you miss the best opportunity of the entire year, in a bad year economically, to meet with your customers—individuals who you know are decision makers?

If you are an association member, what better time to learn about industry trends? When could it be more important to hear presentations on how to better manage and market your company? When times are tough you need all the help you can get to survive and succeed—and your association is the best resource for that help. And yet, some business owners don't join their trade association because they believe they cannot afford either the time or the money—because of the tight economy.

Of course, with precious little capital to spare for marketing, considering just the association's annual dues can be daunting.

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SOUTHERN CALIFORNIA

PUBLIC LEGAL NOTICES

UC IRVINE

NOTICE INVITING GENERAL CONTRACTOR PREQUALIFICATION

Prequalification Questionnaires will be received by the **University of California, Irvine (UCI)** from General Contractors (GC) wishing to submit DESIGN BUILD proposals for the **CRAWFORD HALL PLAZA IMPROVEMENTS, PROJECT NO. 997405**.

Prequalification questionnaires will be accepted from general and landscape contractors teamed with landscape architects that have completed comparably sized design-build projects as described in the questionnaire.

DESCRIPTION: Project will consist of the demolition of existing west courtyard landscape/irrigation, hardscape and lighting and the installation of new hardscape comprising of concrete bands and pavers, planting of new drought tolerant California native planting with reclaimed water irrigation and new site lighting. Alternates will include improvements to the east courtyard, painting of the existing buildings, and additional landscape/hardscape improvement adjacent to the playing fields and parking lot.

Project completion time: 80 calendar days

PROJECT DELIVERY: Design Build

ESTIMATED DESIGN AND CONSTRUCTION COST: \$200,000

PROCEDURES: Prequalification questionnaires will be available electronically at **2 PM on 8/16/13** from UCI Design & Construction Services.

Mandatory Prequalification Conference will be held at **11:30 AM on 8/21/13** at UC Irvine, Design & Construction Services, Wright Workroom, 101 Academy, Suite 200, Irvine, CA 92697.

All General Contractors who have previously submitted a prequalification questionnaire for the Crawford Hall Plaza Improvements project **DO NOT** need to submit a second prequalification questionnaire or attend the second mandatory Prequalification Conference scheduled on **8/21/13 at 11:30 AM**.

Prequalification questionnaires must be received by **2 PM on 8/30/13** only at UCI Design & Construction Services, 101 Academy, Ste. 200, Irvine, CA 92697.

UCI reserves the right to reject any or all responses to this notice, to waive non-material irregularities, and to deem GCs prequalified to submit proposals for the project. To prequalify, GCs must agree to comply with all proposal conditions including state prevailing wages, 10% bid bond, 100% payment and performance bonds, and insurance requirements. A contract will be awarded to the contractor/architect team ("design builder") who offers UCI the best value. General Building "B" California Contractors License and/or "C-27" Landscaping Contractors License required.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy.

Contact Lynn Javier (949) 824-7145, lynagafu@uci.edu for the questionnaire. For other opportunities: www.designandconstruction.uci.edu

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- Palos Verdes Peninsula USD
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- San Mateo Co Transit District
- Santa Clara Valley Water District
- Santa Clara VTA
- Southern California Regional Rail Authority
- Tri Delta Transit
- UC Santa Cruz
- UC Davis
- UC Davis Medical Center
- UC Irvine Design & Const Services
- UC San Francisco CPM
- UC San Francisco Medical Center
- UCLA
- ...and many more!

Small Businesses Should Join Their Industry Trade

■ Continued from page 11

After joining come the offers to attend regional seminars and the annual conference—and with it the thought of spending hundreds more on registration fees, airfare, hotel room nights, and meals. Most small business owners believe the hundreds or a few thousand dollars required would be better spent elsewhere—including their paychecks. But joining an industry trade association, a business owner is investing in the longterm health of the business.

Others don't join because they have little awareness of the concept of a trade association and why for several centuries they have existed in this country. For some owners who immigrated to the US, the issue is cultural. A few have even said to me, "Why should I sit down with my enemy?" I have had to explain that their fellow association members may be their competitors, but in many cases they are not enemies. Instead, they are often happy to share the wisdom of their experience to support the association and to expand the industry it supports.

Although it may seem like an unnecessary expense, it is essential to see the return on investment (ROI) that can come from membership in a trade association. And business owners can afford membership by being frugal in other operational aspects. Use frequent flyer points to get to a business destination. Stay with friends if you can, or at a cheaper motel that offers free breakfast if you cannot. Do without something else—whatever it takes to afford it. The payoff will be well worth the sacrifice.

Thank you SBA. How can you afford to join and participate in your trade association?

When I considered opening my small business, I went to a Small Business Administration class where the instructor focused on the need to be frugal. He recommended starting a business only if the car was paid, the mortgage note was reasonable, the wardrobe was up to date, and there was money in the bank for emergencies. So I did, and there was an emergency (actually three of them), and I was prepared for them and for the cost of joining two trade associations that have helped my business survive and thrive

Ask most new small business owners how they will succeed and they will discuss financing and funding, office equipment, or their experience.

Ask them how they will get their first customer and they will mention a lead they have or an organization they've worked with in the past and whom they expect to attract to their new business. Ask them how they will get their second and third customers and you often will get a blank stare. They don't understand marketing and that joining a trade association is a fundamental, essential marketing tactic.

Why do I want to sit down with my "enemy?" Because they are not really your enemies.

Most are not really your competitors. Circumstances vary, of course, from one industry to another, but often the other association members compete for entirely different types of customers. They are big, you are small. They focus on the east coast, you on the west coast. They focus on one specific group of prospects about which you know nothing and would never pursue. They have the years in business that some prospects demand and you don't (yet). These are colleagues, and often will become friends.



NORTHERN CALIFORNIA

Request for Proposal

Chesbro, Coyote, and Uvas Dams Safety Evaluations

Santa Clara Valley
Water District



Who: Santa Clara Valley Water District is the water resource management agency meeting watershed stewardship needs of and providing wholesale water reliability to Santa Clara County's nearly 1.8 million residents.

What: The Santa Clara Valley Water District is soliciting proposals to provide Consultant Services for the Chesbro, Coyote, and Uvas Dams Safety Evaluations (Project). The Consultant will be responsible for performing seismic stability evaluations, conducting meetings with the Division of Safety of Dams, performing the Independent Dam Safety Review, conducting Potential Failure Mode analysis and workshop, updating the Probable Maximum Flood, performing outlet tunnel inspections, and preparing all associated reports to meet the objectives of the Project.

An optional pre-proposal meeting and site visit will be held on the date, time and place specified in the RFP Schedule posted in the water district's Contract Administration System (CAS). RSVP is required two working days in advance to Steven Wu, Senior Engineer.

For complete and updated information on this Request for Proposal (RFP) requirements and deadlines, please go to the water district's web portal at <http://cas.valleywater.org>.

Please submit your proposals electronically in CAS by the date and time specified in the RFP Schedule. Prior to submitting proposals, all firms must be registered in CAS. This can be achieved by going to the web address noted above and following the instructions to create an account. When creating an account in CAS, select the expertise code "GE11 - Geotechnical Engineering" and add contact information as necessary. If you need assistance with creating a CAS account, please call (408) 265-2607, ext. 2992, or e-mail questions to ContractAdministration@valleywater.org.

Contact: General questions regarding this RFP will be accepted by email to **Steven Wu**, Senior Engineer, at swu@valleywater.org. Questions must be submitted no later than September 4, 2013 at 4 p.m. and will be responded to in writing by September 11, 2013.

8/2013 DT

SUB-BID REQUEST ADS

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SAN FRANCISCO

ADVERTISEMENT FOR CONTRACTOR PREQUALIFICATION

Subject to conditions prescribed by the University of California, San Francisco (University or UCSF), responses to the University's prequalification documents for a LUMP SUM contract are sought from bidders for the following:

**HEALTH SCIENCE INSTRUCTION
AND RESEARCH (HSIR) FIRE SMOKE
DAMPERS REPAIR**
Project No.: M2607A
UNIVERSITY OF CALIFORNIA,
SAN FRANCISCO

PREQUALIFICATION OF PROSPECTIVE BIDDERS:

The University has determined that bidders who submit bids on this project must be prequalified. Prequalified bidders will be required to have the following California Contractor's license classification:

C20 - WARM-AIR HEATING, VENTILATION & AIR-CONDITIONING (HVAC)

GENERAL DESCRIPTION OF WORK:

Disable selected Modulating Fire Smoke Dampers from the fire alarm and electrical systems, to allow for replacement of the existing Modulating Fire Smoke Dampers, flexible ductwork and sections of ductwork with associated access doors. Upon installation, the fire alarm and electrical systems will be reconnected and the contractor will confirm Fire Smoke Dampers are responding and operating correctly including testing of each FSD in the presence of the State Fire Marshal.

Testing and Air Balance (TAB) work will include post readings for selected affected duct runs.

Estimated construction cost is \$500,000.

PREQUALIFICATION SCHEDULE

Prequalification Documents will be available beginning **August 14, 2013 at 10 AM** by requesting via e-mail to prequal@ucsf.edu with the following information: Company name, address, phone and fax nos. Please reference **Project No. M2607A HSIR FSD REPAIR** in the subject line. You will be sent an e-mail with a link to the questionnaire. The questionnaire has been created using SurveyMonkey software.

Questionnaires are to be completed by **August 28, 2013 at 3 PM**.

Any questions or requests for clarification or interpretation of the Prequalification Documents must be submitted in writing to **Conor Neville**, Construction Project Manager - Facilities Services at email address Conor.Neville@ucsf.edu by **12 PM, August 20, 2013**. Questions received after the above-noted deadline may be answered at the discretion of the University.

Any person or entity not satisfied with the outcome of the prequalification must file a writ challenging the outcome within 10 calendar days from the date of the University's written notice regarding prequalification determination. Any assertion that the outcome of the prequalification process was improper will not be a ground for a bid protest. However, the University reserves the right to accept late submissions and to request, receive, and evaluate supplemental information after the above time and date at its sole determination.

The dates, times, and location set for receiving and opening of bids will be set forth in an Announcement to Prequalified Bidders and Advertisement for Bids.

This project will be insured under an University Controlled Insurance Program ("UCIP") providing workers' compensation and employer's liability insurance coverage, commercial general liability insurance coverage, and excess liability insurance coverage for Work performed on or at the Project site ("UCIP Coverages"). All insurance policies required to be obtained by CM/Contractor shall be subject to approval by University for form and substance. All such policies shall be issued by a company rated by Best as A- or better with a financial classification of VIII or better, or have equivalent rating by Standard and Poor's or Moody's.

The University reserves the right to reject any or all responses to Prequalification Questionnaires and to waive non-material irregularities in any response received.

All information submitted for prequalification evaluation will be considered official information acquired in confidence and the University will maintain its confidentiality to the extent permitted by law.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
University of California, San Francisco
August, 2013

CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

REQUEST FOR QUALIFICATIONS BETTER MARKET STREET ENVIRONMENTAL REVIEW SERVICES CONTRACT NO. FPE14021

The City & County of San Francisco (CCSF) Department of Public Works (DPW) announces a Request for Qualifications (RFQ) from qualified consultants with expertise in complex urban streetscapes to provide environmental review services in conformance with provisions of the California Environmental Quality Act (CEQA) & National Environmental Policy Act (NEPA) guidelines & Chapter 31 of the San Francisco Administrative Code pertaining to the preparation & processing of an environmental evaluation for the proposed Better Market Street (BMS) Project.

The BMS project seeks to transform Market & Mission Streets into complete streets. This will provide a balance among a wide variety of functions, including stormwater management; safe pedestrian travel; use as public space; bicycle, transit, & vehicle movement; parking & loading requirements; ease of maintenance; & emergency access. As a result, Market & Mission Streets will provide safe access for all users, including pedestrians, bicyclists, motorists & transit riders of all ages & abilities. The existing conditions along Market & Mission Streets lack efficient transit, safe bicycle routes, & quality public space, underserving the current & future users of the streets. The BMS project will help eliminate these deficiencies through a number of street enhancements.

The BMS project Area for the purposes of this environmental evaluation shall be generally defined as Market Street between Octavia Boulevard & The Embarcadero, & Mission Street between South Van Ness Avenue & The Embarcadero. The scope & analysis of the environmental evaluation & CEQA/NEPA document shall include a complete analysis associated with present projects & cumulative impact of reasonably foreseeable projects in the area.

The environmental document will be a joint CEQA/NEPA document with the Federal Highway Administration (FHWA) & Federal Transit Administration (FTA) as the Federal co-lead agencies for NEPA compliance. The San Francisco Planning Department's Environmental Planning (EP) Division would be the lead agency for CEQA compliance. The CCSF DPW - Infrastructure Design & Construction (IDC) & San Francisco Municipal Transportation Agency (SFMTA) will provide technical support & document review for this contract.

Qualified candidates should have experience in the preparation of EIR/EISs & Mitigated Negative Declarations for at least two (2) complex public urban streetscape projects, encompassing multiple complex environmental issues within the last eight (8) years.

Consultants shall submit seven (7) copies of their Statement of Qualifications as specified in the RFQ package by **no later than 2:00PM Friday, September 13, 2013**. Additionally, Consultants shall submit one (1) CD with the same information in .pdf file format. Determination of time will be made by <http://www.time.gov/>.

Late submissions will not be considered. Submit Statement of Qualifications to the attention of Simon Bertrang, Project Manager, 30 Van Ness Avenue, 5th Floor, San Francisco, CA 94102. Digital files of the RFQ Package may be downloaded at no cost at: www.sfdpw.org/biddocs. Notices regarding Addenda & other proposal changes will be distributed by email to Bid Holders. Please visit DPW's Contracts, Bid Opportunities & Payments webpage at: www.sfdpw.org for more information.

A Pre-Qualifications Conference for candidate firms will be held on **August 22, 2013 at 2:00 PM at 30 Van Ness Avenue, 5th Floor Main Conference Room, San Francisco, CA, 94102**. At the conference, City staff will discuss the RFQ & Local Business Enterprise (LBE) requirements.

Rating bonuses will be applied per San Francisco Administrative Code Chapter 14B. Certified LBE firms are encouraged to submit proposals. The sub-consulting goal is 25%. Call Selormey Dzikunu at 415-558-4059 for details. In accordance with Chapter 14B requirements, all Proposers, except those who meet the exception noted below, shall submit documented good faith efforts with their proposals & must achieve 80

out of 100 points to be deemed responsive. Proposers will receive 15 points for attending the Pre-Qualifications Conference. Refer to CMD Form 2B for more details. Exception: Proposers who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

The selection process will be based on evaluations of written submittals & oral interviews of short-listed firms. The City will negotiate an agreement with the highest-ranking firm based on a City-determined scope of work & a fee schedule acceptable to the City, as described in the RFQ.

Questions from interested Proposers will be addressed at this conference & any new applicable information will be provided at that time. Questions raised at the Pre-Qualifications Conference may be answered orally. Responses to questions that arise at the Pre-Qualifications Conference as well as questions received via email by the final date to submit questions **Friday, September 6, 2013** will also be answered & incorporated in a written addendum to this RFQ.

Further information may be obtained by calling Simon Bertrang at (415) 558-4045 or via e-mail at Simon.Bertrang@sfdpw.org.

In accordance with San Francisco Administrative Code Chapter 6, no Statement of Qualifications is accepted & no contract in excess of \$400,000 is awarded by the City & County of San Francisco until such time as (a) the Mayor or the Mayor's designee approves the contract for award & (b) the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

8/15/13

CNS-2520107#

SMALL BUSINESS EXCHANGE

BANKING \$ FINANCE

U.S. Bank - Business Insurance

U.S. Bank has partnered with many of the finest insurance companies to provide you with the coverage you need to protect your business' financial security. We offer a variety of business insurance programs to help attract and retain your quality employees.

Life Insurance Call 800-236-1771 to be directed to an Insurance Specialist

Life insurance can protect your business from the financial impact that follows the unexpected death or disability of you or one of your key employees. U.S. Bank offers a full line of high quality insurance products and services that can be tailored to your specific needs.

Worksite Benefits Programs Call 800-236-1771 to be directed to an Insurance Specialist

U.S. Bank provides benefits solutions to companies with more than 150 employees. We offer voluntary insurance benefits that fill many of the gaps not covered by most employers' primary insurance plans. Voluntary benefits are selected and paid for by employees, based on their individual needs. These benefits are designed to complement - not replace - the core benefits you already offer.

Our insurance plans include:

Disability Insurance - Disability insurance can protect employees' most valuable asset - their income. A disability policy provides income to offset the financial losses that result when employees are unable to work due to injury or illness. We offer a variety of short- and long-term individual and group disability plans, for coverage on and off the job.

Life Insurance. Employees can complete their life insurance coverage by adding an individual policy to an employer-provided plan. Term and universal life plans can help employees tailor their protection to meet their individual needs. Furthermore, these plans are "portable" - so employees can take their coverage with them if they change jobs or retire.

Special Risk Insurance. This insurance protects employees' assets from the often lengthy and expensive treatments associated with serious illnesses. Special Risk Insurance will help pay the direct and indirect costs of cancer and other serious health events, such as heart attacks and strokes.

Long Term Care Insurance. The average cost for a year's stay in a nursing home is \$50,000 - and it can easily run twice that much in some large cities. Home health care and other forms of long-term care are also hugely expensive. To protect their financial independence - and to avoid burdening their families - many people choose to purchase long-term care insurance. Through payroll deduction, long-term care coverage can be obtained for the employee, spouse, parents and in-laws.

Executive Benefits Programs Call 800-236-1771 to be directed to an Insurance Specialist

Major tax reform legislation has diminished the appeal of offering qualified retirement plans to highly compensated employees. Specifically, the government sets limits on the amount the

employee can save on a pre-tax basis and on the amount an employer can contribute. Most financial planners recommend that employees' annual retirement income should total 60 percent to 80 percent of their final year's salary. Qualified plan limitations prevent highly compensated employees from achieving these retirement goals. These limitations do not allow a highly compensated employee to defer the same percentage of salary as a general employee.

U.S. Bank's Executive Benefits Program can help overcome the effect of these restrictions. We provide plan design assistance, sample adoption agreements, cost-effective funding, professional administration and individual participant counseling.

Whether you have an existing plan that needs to be reviewed, or you want to explore a new plan, we can help. We will provide your highly compensated employees with one of the most contemporary benefits in executive planning.

Key Employee Indemnification Call 800-236-1771 to be directed to an Insurance Specialist

As a business owner, you know the value of your inventories, accounts receivables and the price of your business on the open market. You can protect these valuable assets with various types of business liability insurance. Yet, your most valuable asset, human capital, is likely to be under-insured or not insured at all.

Our Key Employee Indemnification program calculates the actual chances of death or disability striking your key managers. Using several weighted valuation formulas, we can show you the financial impact to your business when one of your key employees dies or becomes disabled before age 65.

In addition to the risk analysis and valuations, you will receive a review of any existing insurance policies. We will also provide recommendations for improvement, including a survey of the most cost-competitive policies and an illustration on how to turn your key-employee life insurance into a supplemental deferred compensation plan.

Voluntary Benefits

Employers are sensitive to the increasing costs of benefits and are seeking ways to expand employees benefits packages. U.S. Bancorp's Voluntary Benefits program offers business owners another avenue to provide competitive benefits to their employees allowing the business owner to attract, retain and reward high quality talent to their organization. Our program supplements to core benefits package and is paid for by employees. Designs are flexible and tailored to your needs. Plans can include coverage such as, disability, life, long term care and special risk (cancer) insurance.

Source: 2013 U.S. Bancorp

Managing Your Money Making a Budget: How to Get Started

A budget is a plan for how you spend and save your money. It's hard to create a budget - and even harder to stick to it. But if you're serious about making sure your expenses are covered and that you're not spending more than you have, it's really the only way to do it.

Luckily, setting up a budget is really pretty easy. Here's how to set up a simple budget in just three steps.

Step #1 — Identify sources of income

The first step in creating a budget is to identify the sources of income you have to work with every month - money from parents, savings from your summer job, current part-time jobs, scholarships, student loans and so on.

If you have a lump sum that you need to make last for a semester or an entire school year, simply divide the amount available to you by the number of months you need to make it last.

Step #2 — Track your expenses for a month

Next, identify the expenses you're responsible for each month, plus typical spending money. To help you do this, keep track of every penny you spend for a month, right down to the loose change you spend on pizza and vending machines.

Expenses to consider include:

- **School** — Tuition, books/supplies and computer
- **Living expenses** — Rent, utilities and cable
- **Food** — Groceries, school meal plan, dining out and snacks
- **Transportation** — Car payments, insurance, fuel and public transportation
- **Medical** — Insurance and prescriptions
- **Personal** — Entertainment, cell, clothing and laundry

- **Other** — Credit cards, regular savings, emergency funds

Step #3 — Put together your budget

Once you've tracked your expenses for a month, add them up, compare the total to your income and start to put together a realistic budget. If you find that your expenses are higher than your income, you'll need to find ways to cut back. For example, you could eat out less, buy used books and clothing instead of new, take public transportation instead of paying for a car and so on.

And if you decide you want to have more money for a certain category — for example, entertainment or saving for a special trip — find ways to trim costs in other areas. It may not be easy, but it's the one true way you can meet your financial goals while staying within your budget.

Source: 2013 U.S. Bank.

NORTHERN & SOUTHERN CALIFORNIA

SUB-BID REQUEST ADS

"NOTICE INVITING BIDS"

**Transit Partners (Pulice Construction, Inc. / Dragados USA, Inc. Joint Venture),
3200 Park Center Drive #600, Costa Mesa, CA 92626**

Requests sub-bid quotes from Metro certified SBE subs and suppliers for all items of work on

METRO BLUE LINE (MBL) STATIONS REFURBISHMENT

CONTRACT No. C1013R

Owner: Los Angeles County Metropolitan Transportation Authority

Bid Date 8/30/2013

Goal: SBE 10% (Metro certified)

Requesting quotes on all items to complete the project including but not limited to the following: Poured Concrete Foundation & Structure Contractors, Site Preparation Contractors Demolition, Electrical, Survey, Geotechnical, Skylights, QA/QC, Temporary Fencing, Traffic Control, Rebar, Striping, Painting and Anti-Graffiti Coating, Railings, Floor Tile, Signs, Map Cases, Plumbing, Sheet Metal, Structural Steel, Glass & Glazing, Doors & Frames, Canopies, Sealants

Plans & Specs Available at Metro

The complete IFB documents are available on a CD Monday through Friday (except holidays) between the hours of 9:00 a.m. and 4:00 p.m. at the Reception Desk, 9th Floor, for \$10.00 (or \$15.00 if mailed). Payment in the form of a money order, company check, cashier check, or certified check. Personal checks or cash are not acceptable forms of payment. IFB Document fee is non-refundable.

Plans and Specifications can be downloaded at:

<https://pulice.sharefile.com/i/i79720c61b444039b>

Provide your Email, Name, and Company Name to register.

Should you have any questions or desire to quote on this project, please contact:

John Hickman at (657) 229-7820 or jhickman@Dragados-USA.com.

Bonds from a surety acceptable to Transit Partners may be required. 100% Performance & Payment bonds may be required. Transit Builders to pay bond premium or 2% of subcontract amount, whichever is less. Assistance in bonding, insurance, lines of credit or obtaining equipment, supplies and materials is available upon request. This advertisement is in response to the Owner's SBE program.

Transit Partners intends to conduct itself in good faith with SBE/OBE firms for participation on the project.

"TRANSIT PARTNERS IS AN EQUAL OPPORTUNITY EMPLOYER"



REQUEST FOR SUB-QUOTES

Project: I-405 Sepulveda Pass Widening Project, Contract No. C0882
Owner: Los Angeles County Metropolitan Transportation Authority (LACMTA)

Furnish & Install Anti-Climb Fence

Notice of Interest Requested by August 30, 2013

Kiewit Infrastructure West Co. (Kiewit) is the design-builder for the I-405 Sepulveda Pass Widening Project and is seeking sub bids and quotes from Disadvantaged Business Enterprises (DBE). Opportunities for sub-contractors, professional services and material and/or equipment suppliers will occur throughout the life of the project. Requests for sub-bids and quotes (RFQ) will be ongoing as needed. All DBE's must be certified by the California Unified Certification Program (CUCP). Currently, Kiewit is requesting your notice of interest response to provide a sub-quote to Furnish & Install Anti-Climb Fence.

Contact us with your "Notice of Interest" to provide a sub-quote for this scope of work no later than August 30, 2013 to receive a Bid package.

All responsive subcontractors must possess a valid California contractor's license and provide acceptable insurance. Responsible subcontractors are expected to provide bonding for 100% (if required) of their contract. Kiewit will reimburse bond premiums. Firms performing onsite labor must be signatory to the appropriate union labor agreement governing their onsite work. This project is subject to California Prevailing Wage Rate Determination dated 2008-1. All agreements issued on behalf of this project with a value of \$100,000 or greater must satisfy the LACMTA Prequalification Application requirements.

Kiewit intends to conduct itself in good faith with all DBEs and all other business enterprises regarding participation on this project. For further information or questions regarding this opportunity and to receive a Bid package, or to discuss this design-build project, requirements of the contract, licensing, project scheduling, insurance or bonding, please contact our project office.

Kiewit Infrastructure West Co.

I-405 Sepulveda Pass Widening Project

Attn: **Rebecca Manning**

6060 Center Dr., Suite 200, Los Angeles, CA 90045

l405.DB@Kiewit.com

An Equal Opportunity Employer

BID DATE: **REVISED August 27, 2013 @ 2:00PM**

WE ARE REQUESTING QUOTATIONS FROM ALL QUALIFIED SBE/DBE SUBCONTRACT AND MATERIAL SUPPLIERS FOR THE FOLLOWING PROJECT:

**CIVIL AND STATION IMPROVEMENTS CONTRACT
SANTA CLARA-ALUM ROCK BUS RAPID TRANSIT PROJECT
CONTRACT NO. CB30(13058)**

**SANTA CLARA
VALLEY TRANSPORTATION AUTHORITY**

Sub-Trades needed, but not limited to: Adjust Utilities, Concrete Barrier, Concrete Curb & Side-walk, Concrete Structure, Construction Area Signs, Demolition, Electrical, Fencing, Landscaping, Masonry, Metal Railing, Painted Traffic Stripe/Marking, Plane Asphalt Concrete, Roadside Signs, Roofing, Slurry Seal, Staking, Station Signage, Structural Steel, Traffic Control System, Trucking & Underground, Windscreens/Glazing.

Plans and Specs are available for viewing in our Livermore Office.

100% Performance and Payment Bonds may be required. Please call for assistance with bonding and insurance or obtaining necessary equipment, supplies or material for this project.

Goodfellow Top Grade is a Union Contractor and is signatory to the Operating Engineers, Laborers and Teamsters Unions. Any non-signatory subcontractors will be required to sign an agreement for trades covered under Goodfellow Top Grade's agreements.

Contact: **RICK MORALES**

GOODFELLOW TOP GRADE CONSTRUCTION, LLC.

50 Contractors Street, Livermore, CA 94551 • T: (925) 449-5764 • F: (925) 449-5875

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* Options include no more than 3 sub-categories persubscription

- I would like to receive bid updates by
 - Internet (login information will be emailed)
 - Fax Email

- Please choose the general category:
 - Construction Business Services
 - Professional Services Commodities
 (You will be sent a list of sub-categories from which to choose.)

- If choosing fax or email services, list keywords for bid selection: _____

- List location(s) of where your company will work: _____

Company Name _____

Contact _____

Address _____

City/State/Zip _____

Phone _____ Fax _____

Email _____

- Subscriptions are non-refundable. Subscriptions begin upon receipt of payment.
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or Email to sbe@sbeinc.com

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Account # _____ Exp. Date _____



RESOLUTION 242-12

On June 28, 2012 San Francisco Board of Supervisors designated the Small Business Exchange newspaper as a minority outreach newspaper for the following communities for FY 12-13:

- AFRICAN AMERICAN
- CHINESE
- HISPANIC

